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ABSTRACT

This document of skill standards for the lodging cluster serves as a guide to workforce preparation program providers in defining content for their programs and to employers to establish the skills and standards necessary for job acquisition. These 28 occupational skill standards describe what people should know and be able to do in an occupational setting. Each skill standard contains at least these three areas: performance area (summary of work to be performed); skill standard with conditions of performance, work to be performed, and performance criteria; and performance elements and assessment criteria. These sections may also be included: performance area and assessment and credentialing approach. Introductory materials include the developmental process; assumptions for lodging cluster standards; table of contents; and performance skill levels. Standards are divided into five areas: safety and security; guest services; guest services mid-management; conference-convention sales mid-management; and lodging management. Appendixes include a glossary; lists of committee and council members; and workplace skills. (YLB)

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ILLINOIS

OCCUPATIONAL SKILL STANDARDS

LODGING CLUSTER

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ILLINOIS OCCUPATIONAL SKILL STANDARDS
LODGING CLUSTER

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ILLINOIS OCCUPATIONAL SKILL STANDARDS

LODGING CLUSTER

Endorsed for Illinois
By the
Illinois Occupational Skill Standards and
Credentialing Council

MESSAGE TO ILLINOIS CITIZENS

Dear Citizens of Illinois:

Preparing youth and adults to enter the workforce and to be able to contribute to society throughout their lives is critical to the economy of Illinois. Public and private interest in establishing national and state systems of industry-driven skill standards and credentials is growing in the United States, especially for occupations that require less than a four-year college degree. This interest stems from the understanding that the United States will increasingly compete internationally and the need to increase the skills and productivity of the front-line workforce. The major purpose of skill standards is to promote education and training investment and ensure that this education and training enables students and workers to meet industry standards that are benchmarked to our major international competitors.

The Illinois Occupational Skill Standards and Credentialing Council (IOSSCC) has been working with industry subcouncils, the Illinois State Board of Education and other partnering agencies to adopt, adapt and/or develop skill standards for high-demand occupations. Skill standards products are being developed for a myriad of industries, occupational clusters and occupations. This document represents the collaborative effort of the Hospitality Subcouncil, and the Lodging Cluster Standards Development Committee.

These skill standards will serve as a guide to workforce preparation program providers in defining content for their programs and to employers to establish the skills and standards necessary for job acquisition. These standards will also serve as a mechanism for communication among education, business, industry and labor.

We encourage you to review these standards and share your comments. This effort has involved a great many people from business, industry and labor. Comments regarding their usefulness in curriculum and assessment design, as well as your needs for in-service and technical assistance in their implementation are critical to our efforts to move forward and improve the documents.

Questions concerning this document may be directed to:

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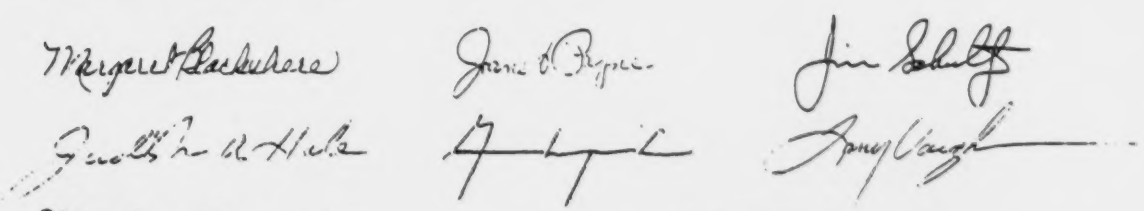
We look forward to your comments.

Sincerely,

The Members of the IOSSCC



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THE ILLINOIS PERSPECTIVE

The Illinois Occupational Skill Standards and Credentialing Council (IOSSCC) endorses occupational skill standards and credentialing systems for occupations that (a) require basic workplace skills and technical training, (b) provide a large number of jobs with either moderate or high earnings, and (c) provide career advancement opportunities to related occupations with moderate or high earnings. The nine-member Council was established by the Occupational Skill Standards Act (PA 87-1210). The Council, representing business, industry and labor and working with the Illinois State Board of Education in partnership with the Illinois Community College Board, Illinois Board of Higher Education, Illinois Department of Employment Security and Illinois Department of Commerce and Community Affairs, has created a common vision for workforce development in Illinois.

Vision

It is the vision of the IOSSCC to develop a statewide system of industry-defined and recognized skill standards and credentials for all major skilled occupations providing strong employment and earnings opportunities in Illinois. Information related to occupational employment and earning opportunities is determined by the Illinois Occupational Information Coordinating Committee (IOICC) in cooperation with business and industry.

Subcouncils and Standards Development Committees

Under the direction of the Council, and in cooperation with organizations such as the Illinois Chamber of Commerce, the Illinois AFL-CIO, the Illinois Manufacturers' Association, and others, Industry Subcouncils have been formed to review, approve and promote occupational skill standards and credentialing systems. The Industry Subcouncils are Agriculture and Natural Resources; Applied Science and Engineering*; Business and Administrative Information Services; Communications; Construction*; Education and Training Services*; Energy and Utilities*; Financial Services; Health and Social Services; Hospitality; Legal and Protective Services*; Manufacturing; Marketing and Retail Trade; and Transportation, Distribution and Logistics. (*Subcouncils currently being formed.)

The Standards Development Committees, composed of business, labor and education representatives, are experts in the related occupational cluster and work with the product developer to

- develop or validate occupational skill standards,
- identify related academic skills,
- develop or review assessment or credentialing approaches, and
- recommend endorsement of the standards and credentialing system to the industry subcouncil.

Expected Benefits for Employers, Educators, Students and Workers

Occupational skill standards and credentialing systems are being developed and promoted by the IOSSCC to improve Illinois' competitiveness. Such standards and credentialing systems provide a common language for employers, workers, students and education and training providers to communicate skill requirements and quality expectations for all major industry and occupational areas.

For Employers, skill standards will

- Improve employee recruitment and retention by more clearly identifying skill requirements,
- Encourage improved responsiveness and performance of education and training providers,
- Enlarge the pool of skilled workers,
- Focus attention on the importance of training investment.

For Education and Training Providers, skill standards will

- Provide information on all major industries and occupations,
- Contribute to program and curriculum development,
- Strengthen relationships between educators and training providers,
- Improve career planning.

For Students and Workers, skill standards will

- Foster better decision making concerning careers and the training necessary to acquire well-paying jobs,
- Allow more effective communication with employers about what they know and can do,
- Allow more effective work with employers in career development and skill upgrading.

IOSSCC Requirements for Occupational Skill Standards

Any occupational skill standards and credentialing system seeking ICSSCC endorsement must

- represent an occupation or occupational cluster that meets the criteria for IOSSCC endorsement;
- address both content and performance standards for critical work functions and activities for an occupation or occupational area;
- ensure formal validation and endorsement by a representative group of employers and workers within an industry;
- provide for review, modification and revalidation by an industry group a minimum of once every five years;
- award credentials based on assessment approaches that are supported and endorsed by the industry and consistent with nationally recognized guidelines for validity and reliability;
- provide widespread access and information to the general public in Illinois;
- include marketing and promotion by the industry in cooperation with the partner state agencies.

Definitions and Endorsement Criteria

The definitions and endorsement criteria are designed to promote the integration of existing and future industry-recognized standards, as well as the integration of the Illinois academic and occupational skill standards. Because all skill standards must address the critical work functions and activities for an occupation or industry/occupational area, the Council further defined three major components:

- ***Conditions of Performance:*** The information, tools, equipment and other resources provided to a person for a work performance.
- ***Statement of Work:*** A description of the work to be performed by a person.
- ***Performance Criteria:*** The criteria used to determine the required level of performance. These criteria could include product characteristics (e.g., accuracy levels, appearance), process or procedural requirements (e.g., safety, standard professional procedures) and time and resource requirements.

The IOSSCC is currently working with the Illinois State Board of Education and other state agencies to integrate the occupational standards with the Illinois Learning Standards which describe what students should know and be able to do as a result of their education. The Council is also working to integrate workplace skills—problem solving, critical thinking, teamwork, etc.—with both the Learning Standards and the Occupational Skill Standards.

The Illinois Model

Illinois Occupational Skill Standards describe what people should know and be able to do and how well these skills and knowledge will be demonstrated in an occupational setting. They focus on the most critical work performances for an occupation or occupational area. As seen in the following model, Illinois Occupational Skill Standards contain at least these areas:

- Performance Area
- Performance Skill
- Skill Standard
- Performance Elements
- Performance Assessment Criteria

Illinois Occupational Skill Standards also carry a coding at the top of each page identifying the state, fiscal year in which standards were endorsed, subcouncil abbreviation, cluster abbreviation and standard number. For example, the twenty-fifth skill standard in the Lodging Cluster, which has been developed by the Hospitality Subcouncil, would carry the following coding: IL.00.HOSP.LC.25.

A model for Illinois Occupational Skill Standards showing the placement of the coding and providing a description of each area within a standard is contained on the following page.

SUMMARY OF WORK TO BE PERFORMED. SUMMARY IS BRIEF AND BEGINS WITH AN ACTION VERB.

IL.FY.SUBCOUNCIL. CLUSTER. STANDARD NO

PERFORMANCE AREA

SKILL STANDARD

CONDITIONS OF PERFORMANCE

A comprehensive listing of the information, tools, equipment and other resources provided to the person(s) performing the work.

WORK TO BE PERFORMED

An overview of the work to be performed in demonstrating the performance skill standard. This overview should address the major components of the performance. The detailed elements or steps of the performance are listed under "Performance Elements."

PERFORMANCE CRITERIA

The assessment criteria used to evaluate whether the performance meets the standard. Performance criteria specify product/outcome characteristics (e.g., accuracy levels, appearance, results, etc.) and process or procedure requirements (e.g., safety requirements, time requirements, etc.).

PERFORMANCE ELEMENTS

Description of the major elements or steps of the overall performance and any special assessment criteria associated with each element.

PERFORMANCE ASSESSMENT CRITERIA

Listing of required testing, certification and/or licensing.

Product and process used to evaluate the performance of the standard.

PRODUCT

Description of the product resulting from the performance of the skill standard.

PROCESS

Listing of steps from the Performance Elements which must be performed or the required order or performance for meeting the standard.

DEVELOPMENTAL PROCESS

The Hospitality Subcouncil identified lodging as the second industry segment for which skill standards would be developed. The standards were based on job descriptions and competency lists provided by industry associations such as the Educational Institute of the American Hotel and Motel Association and the Convocation of National Hospitality and Tourism Industry Association. Also referenced were the national skill standards from Guest Service Occupations developed by the Council on Hotel, Restaurant and Institutional Education (CHRIE).

After reviewing the labor market information and the endorsement criteria related to earnings, a cluster approach was recommended. Such an approach will reflect common standards within the lodging cluster and the strong career ladder within that segment of the industry.

The lodging cluster divisions were defined as Guest Services (Bellperson, Guest Services Representative, Reservationist and Concierge), Guest Services Mid-Management (Guest Services Manager, Front Office Manager and Manager on Duty), Conference/Convention Sales Mid-Management (Convention and Conference Manager, Director of Sales and Marketing/Sales Manager) and Lodging Management (Lodging Assistant Manager and Lodging General Manager).

The Lodging cluster met the following developmental criteria established by the Illinois Occupational Skill Standards and Credentialing Council (IOSSCC).

- Education (level and rigor)
- Opportunities for employment
- Earnings potential
- Career opportunities

The Lodging Standards Development Committee, composed of workers and immediate supervisors representing all occupations within the cluster, finalized the developmental work. A draft of the lodging standards was presented to the Standards Development Committee for review, revision and validation. Educators reviewed standards to identify issues related to implementation in the classroom setting.

Comments submitted by the Hospitality Subcouncil were integrated into the final product. A list of assumptions pertaining to lodging occupations accompanied the standards to provide a context for their use.

Upon completion of their work, the Standards Development Committee submitted the lodging standards to the Hospitality Subcouncil for their review and acceptance. The final package of standards was submitted to the IOSSCC for recognition and endorsement.

ASSUMPTIONS FOR LODGING CLUSTER STANDARDS

Skill standards statements assume:

1. Workplace skills (employability skills) are expected of all individuals. Socialization skills needed for work are related to lifelong career experience and are not solely a part of the initial schooling process.
2. Specific policy and procedures of the work-site will be made known to the individual and will be followed. Skill standards do not replace, supersede or serve as substitutes for property policy and procedures manual(s).
3. Time elements outlined for the skill standards result from the experience and consideration of the panel of experts who made up the Standards Development Committee.
4. Skills progress from simple to complex. Once a skill has been successfully performed, it is incorporated into more complex skills.
5. Skill standards describe the skill only and do not detail the background knowledge or theory related to the particular skill base. Although the skill standard enumerates steps to successful demonstration, rote approaches to the outcomes are not prescribed.
6. The size of the establishment, the scope of services, and the type of property all determine the approach to meeting the skill standard.
7. Skill standards are performed in an expedient and safe manner.
8. Skill standards reflect lodging industry needs and professional standards of practice.
9. Appropriate dress and personal appearance, as specified by the property, is expected of all employees.
10. Lodging employees are expected to respond positively to the needs and/or requests (cultural, social, physical) of a diverse clientele.
11. Lodging employees are expected to demonstrate flexibility and adaptability in dealing with circumstances as they arise.
12. Guest satisfaction, including issues related to safety and security, is a primary goal for all lodging employees.
13. Time elements identified for individual standards are based on the consensus of the Standards Development Committee. Specific time requirements depend upon the specifics of a given situation.

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PERFORMANCE SKILL LEVELS

	BELLPERSON	GUEST SERVICES REPRESENTATIVE	RESERVATIONIST	CONCIERGE	GUEST SERVICES MANAGER	FRONT OFFICE MANAGER	MANAGER ON DUTY	CONVENTION & CONFERENCE MGR.	MARKETING SALES MANAGER	DIRECTOR OF SALES	ASSISTANT GENERAL MANAGER	GENERAL MANAGER
SAFETY AND SECURITY												
Maximize Guest and Property Safety	•	•	•	•	•	•	•	•	•	•	•	•
Maximize Guest and Property Security	•	•	•	•	•	•	•	•	•	•	•	•
Follow Accident/Incident Response Procedures	•	•	•	•	•	•	•	•	•	•	•	•
GUEST SERVICES												
Process Reservations		•	•	•	•	•						
Assist with Guest Arrival and Departure	•	•	•	•								
Register the Guest	•	•	•	•	•	•	•				•	
Maintain Front Desk Records	•	•	•	•	•	•	•					
Perform Guest Accounting		•			•		•			•		
Serve as a Guest Liaison	•	•	•	•	•	•	•	•	•	•	•	•
Process Guest Checkout		•	•									
Perform Special Guest Services	•	•	•	•	•	•	•	•	•	•	•	•
Perform Front Office Cashier Duties		•			•	•	•					
Conduct In-House Audits		•	•		•	•	•					
GUEST SERVICES MID-MANAGEMENT												
Maintain Staffing Requirements					•	•	•				•	•
Inform and Motivate Employees					•	•	•				•	•
Supervise Employees					•	•	•				•	•
Supervise Front Office					•	•	•				•	
Manage Guest Services Systems					•	•	•				•	•
Manage Special Guest Services Programs					•	•	•				•	
CONFERENCE /CONVENTION SALES MID-MANAGEMENT												
Coordinate Sales and Marketing Strategies								•	•	•	•	•
Solicit Room Sales								•	•	•		
Develop Convention Services								•		•		
Coordinate Conference and Convention Activities								•	•	•		

PERFORMANCE SKILL LEVELS

LODGING MANAGEMENT	BELLPERSON	GUEST SERVICES REPRESENTATIVE	RESERVATIONIST	CONCIERGE	GUEST SERVICES MANAGER	FRONT OFFICE MANAGER	MANAGER ON DUTY	CONVENTION & CONFERENCE MGR.	MARKETING SALES MANAGER	DIRECTOR OF SALES	ASSISTANT GENERAL MANAGER	GENERAL MANAGER
Manage Financial Resources											•	•
Manage Human Resources											•	•
Manage Physical Resources											•	•
Develop Property Policy and Procedures											•	•
Promote Public Relations Activities											•	•

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

- Safety equipment and systems
- Safety materials and training
- Safety checklists with standard operating policy and procedures
- Material Safety Data Sheets
- Chemical storage and labeling policy and procedures
- Safety storage areas
- Safety signage
- Safety log
- In-house property forms (e.g., safety status checklist, safety violation, work order, etc.)
- First aid kit
- Disaster drill policy and procedures
- Emergency evacuation plans
- Local, state and federal regulations (e.g., National Fire Protection Association (NFPA) Standards)
- Annual Occupational Safety and Health Administration (OSHA) record of work-related employee injuries and illnesses log (OSHA Log No. 200)

WORK TO BE PERFORMED

Maximize guest and property safety.

PERFORMANCE CRITERIA

All safety hazards that can cause falls, burns, cuts, poisoning or other accidents are eliminated. All safety violations are reported to designated staff. All safety violation documentation is completed

All breaches of safety are reported immediately. Identification of potential safety risks is ongoing.

The skill is performed without error.

PERFORMANCE ELEMENTS

1. Remove all electrical cords, objects or spills located where they could cause injury or damage.
2. Clean up or temporarily cover all spills on floors and work surfaces.
3. Replace frayed electrical cords.

4. Maintain appropriate fire extinguishers and fire protection equipment according to NFPA standards.
   a. Check expiration dates on fire extinguishers.
   b. Maintain fire protection equipment according to NFPA standards.
   c. Ensure an authorized service center maintains fire extinguishers yearly (e.g., recharging).
5. Store combustible materials away from ignition sources.
6. Store caustic or poisonous substances away from food preparation or serving areas.
7. Ensure required material safety data sheets are updated and easily accessible.
8. Post evacuation plans for all stairwells and elevators.
9. Ensure all exit signs and warning indicators are in working order.
10. Maintain evacuation equipment (e.g., flashlights, light sticks, blankets).
11. Maintain first aid equipment, supplies, kits and systems.
12. Report all safety violations to designated staff.
13. Ensure exterior seasonal maintenance of walkways and parking areas is completed.
14. Ensure preventive measures are taken to prevent accidents during inclement weather (e.g., signage, carpet placement, vacuuming).
15. Ensure maintenance of elevators and escalators.

PERFORMANCE ASSESSMENT CRITERIA

All local, state and federal regulations are followed.

PRODUCT

All safety hazards are identified and reported to maintenance and/or eliminated.
All safety violations are logged and reported to designated staff.
All appropriate procedures for extreme weather conditions are followed.

PROCESS

All performance elements are critical for maximizing guest and property safety.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Security equipment (e.g., safety-deposit boxes, alarm systems)
Security checklists and written standard operating procedures
Key control policy and procedures
Loss prevention and asset protection procedures
Security log
Security signage
Property policy and procedures

WORK TO BE PERFORMED

Maximize guest and property security.

PERFORMANCE CRITERIA

All security procedures related to specific risks and breaches (e.g., safety-deposit boxes, key control, robbery/theft, etc.) are followed. All suspected and actual security risks and breaches are reported to designated staff. All confidential guest information is protected according to property policy and procedures.

The skill is performed without error.

All breaches of security are reported immediately. Identification of potential security risks is ongoing.

PERFORMANCE ELEMENTS

1. Ensure maintenance of property security equipment systems is completed according to schedule (e.g., alarms, emergency lighting).
2. Ensure guest security (e.g., key control, safety-deposit box access).
3. Protect/verify guest identity.
4. Screen phone calls according to property policy and procedures.
5. Set/reset alarm systems.
6. Maintain security signage.
7. Monitor access points (e.g., service entrance, utility access).
8. Monitor parking areas.
9. Monitor public access areas and equipment (e.g., stairways, entry/exit areas, swimming pools and other recreational areas, building equipment, furnishings).

10. Protect property portable assets (e.g., dishes, computers, audio-visual equipment, supplies, etc.).
11. Monitor internal transportation systems (e.g., elevators, escalators).
12. Perform asset protection procedures.

PERFORMANCE ASSESSMENT CRITERIA

All appropriate staff must hold licenses/certifications required by local ordinances (e.g., fire, secondary blood-borne pathogens, etc.).

All local, state and federal regulations are followed.

PRODUCT

All related security policy and procedures are followed. All security violations are logged and reported to designated staff.

PROCESS

All performance elements are critical for maximizing guest and property security.

FOLLOW ACCIDENT/INCIDENT RESPONSE PROCEDURES.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Property accident/incident response policy and procedures
Accident/incident-specific checklists
First aid kit
Telephone
Accident report and log
Incident report and log
Disaster policy and procedures
Emergency call lists for
- medical services
- police department
- fire department
- ambulance
- plumber
- executive committee
- emergency response team
- electrician
- general manager or manager on duty

Emergency policy and procedures for
- medical situations
- bomb threats
- robbery/theft
- civil disturbances
- fire
- natural disasters

WORK TO BE PERFORMED

Follow accident/incident response procedures.

PERFORMANCE CRITERIA

All established procedures for handling accidents/incidents are followed. All accidents/incidents are reported to designated staff. Details of all accidents/incidents are logged and documented.

The skill is performed without error.

The time required to complete this skill varies depending on the information required for documentation and the type of accident/incident.

PERFORMANCE ELEMENTS

1. Assess accident/incident situation.
2. Determine seriousness of accident/incident.
3. Call emergency personnel if necessary.
4. Assist individual by most appropriate means.
5. Establish guest communication checkpoints as required.
6. Direct guests to temporary waiting areas as required.

7. Report accident/incident to designated staff or entity (e.g., worker's compensation, insurance, etc.).
8. Complete accident/incident documentation.

PERFORMANCE ASSESSMENT CRITERIA

All insurance, local, state and federal regulations are followed.

PRODUCT

Accident/incident reports and logs are completed and reported to designated staff or entity. Emergency personnel are contacted as required.

PROCESS

All performance elements are critical for following accident/incident response policy and procedures. Performance element 2 is critical for determining which accident/incident response procedure(s) must be followed and who should be contacted.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

- Telephone policy and procedures
- Reservation, confirmation and cancellation policy and procedures and forms
- Individual and group room rates
- Coupon, promotional and package rates
- Locations listing
- Tracking equipment to process credit card payment
- Telephone and/or facsimile equipment
- Features and benefit forms and records
- Daily event summary
- Floor diagrams
- List of amenities, hours of operation and services provided

WORK TO BE PERFORMED

Process reservations.

PERFORMANCE CRITERIA

Reservations are processed according to the dates and services required by the guest. All property reservations, confirmation and cancellation policy and procedures, and numbers are communicated to the guest. Reservations are posted and advance deposits and payments are processed.

Reservations are processed without error.

Standard reservations are completed within 3 minutes; however, individual guest requests or property procedures may require additional time.

PERFORMANCE ELEMENTS

1. Follow telephone policy and procedures.
2. Determine availability of requested date.
3. Match services and accommodations to guest.
4. Quote established room rates.
5. Prepare guest profile with reservation data and special requests.
6. Communicate to guest room guarantee, cancellation and deposit policy and procedures.
7. Communicate to guest property policy and procedures, services and amenities.
8. Provide confirmation number and/or confirmation letter.

9. Process advance deposit payment as needed.
10. Place guest on reservation waiting list.
    a. Retrieve reservation record.
    b. Record change in guest reservation (guaranteed and non-guaranteed).
    c. Post desired change.
    d. Cancel guest reservation, if requested.
11. Recap with guest reservation information and requests for accuracy.
12. Enter internal source of business codes into reservation record.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Reservations are completed to the customer's satisfaction and to property requirements. Property policy and procedures are communicated to the customer. All necessary information is entered into the reservation system and processed.

PROCESS

Performance elements are numbered to show an appropriate sequence for processing a reservation; however, a different sequence may be used.

ASSIST WITH GUEST ARRIVAL AND DEPARTURE.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Guest arrival checklist and procedures
Guest departure checklist and procedures
Luggage carts, claim tags and receipts
Luggage storage areas
Room key
Front desk log book
Telephone system
Front desk bell

WORK TO BE PERFORMED

Assist with guest arrival and departure.

PERFORMANCE CRITERIA

The guest is assisted with his/her luggage and packages when arriving or departing from the property. Property, community, transportation and bell-stand information is communicated to the guest. A claim check is issued if luggage/packages are stored.

All luggage/packages are handled without damage or errors. All information provided is accurate.

Standard guest arrivals or departures take approximately 5 minutes; however, individual guest needs or property procedures may require additional time.

PERFORMANCE ELEMENTS

1. Welcome guest using his/her name, if possible.
2. Open lobby doors for guest (if porter is not available).
3. Assist guest with luggage.
4. Coordinate tour group luggage.
5. Valet park guest vehicle or direct guest to self-park areas.
6. Verify luggage being transported belongs to guest.
7. Store luggage and issue claim checks.
8. Obtain room number and escort guest to room.
9. Obtain room key, open door and unload luggage.

10. Identify emergency exits for guest.
11. Provide directions to property facilities and local sites/events.
12. Provide directions to guest conference/convention functions.
13. Assist guest with room change.
    a. Verify guest identity during room change process.
    b. Obtain master key when room change or storage request is completed without guest.
    c. Provide information about room and its location.
    d. Retrieve key(s) issued for original room after room change is made.
14. Update front desk logbook of guest requests (e.g., transportation services, room changes, minor repairs, etc.).

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

All guest arrival and departure procedures are followed. Guest luggage and packages are transported to and from the guest's room.

PROCESS

Performance elements are numbered to show an appropriate sequence for assisting with guest arrival and departure; however, a different sequence may be used.

REGISTER THE GUEST.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Guest registration policy and procedures
Guestroom keys or key machine
Computer and/or manual registration system
Housekeeping room status reports
Upsell policy and procedures
Payment policy and procedures for checks, cash, or credit

WORK TO BE PERFORMED

Register the guest.

PERFORMANCE CRITERIA

The arriving guest's registration information and requests are verified with the property records. The guest folio is updated. Payment is processed and a room key is issued. Messages and/or packages are delivered to the guest. The guest is directed to his/her room or assisted by bellperson. Property policy and procedures are followed if a guaranteed reservation is not available for the guest.

The guest is registered without error.

Guest registration is completed within 3 minutes.

PERFORMANCE ELEMENTS

1. Greet guest.
2. Access guest registration record.
3. Follow property policy and procedures when guaranteed reservation is not available.
4. Verify registration information.
5. Update guest folio with changes indicated by guest or verification process.
6. Assign room for arriving guest.
7. Upsell property and rooms.
8. Process credit, voucher or check payments.
9. Process cash-only payments.
10. Issue messages and packages on guest arrival; obtain guest signature, if required.
11. Code room key, if required.
12. Issue room key.
13. Call bell services and/or direct guest to room.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Guest registration is completed to customer satisfaction and according to property policy and procedures. All necessary information is entered into the registration system.

PROCESS

Performance elements are numbered to show an appropriate sequence for completing the skill; however, performance elements 4, 5, 6, 8 or 9, 11 and (if required) 12 must be performed prior to element 13 when registering a guest.

MAINTAIN FRONT DESK RECORDS.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Property management tracking system
Alphabetized guest list
Room status report
Discrepancy report
Credit limit report
Emergency report
Maintenance log
Maintenance request forms
Room change policy and procedures
Room check policy and procedures
Communication equipment
Front desk logbook
Federal, state and local regulations

WORK TO BE PERFORMED

Maintain front desk records.

PERFORMANCE CRITERIA

All reports and logs are maintained throughout the shift. Appropriate individuals/service-providers are contacted as required.

All reports and logs are completed without error.

The time required to maintain each report or log varies depending upon the information required and/or the situation.

PERFORMANCE ELEMENTS

1. Maintain updated room status report (e.g., vacant, clean, inspected etc.).
2. Update guest history.
3. Process maintenance requests.
4. Update maintenance status reports.
5. Record time estimate from maintenance provider.
6. Maintain front desk logbook information (e.g., mail, packages, function plans, room changes, etc.).
7. Prepare guest credit reports.
8. Log room changes.
9. Verify room occupancy.

10. Update occupancy reports.
11. Maintain communication with all departments.

PERFORMANCE ASSESSMENT CRITERIA

All local, state and federal regulations are followed.

PRODUCT

All front desk records are maintained throughout the shift. Appropriate individuals/service-providers are kept informed of requests and changes made during the shift.

PROCESS

All performance elements are critical for maintaining front desk records.

PERFORM GUEST ACCOUNTING.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Computer management system
Cash drawer
Credit card authorization system
Check endorsement and deposit stamps
Check verification system
Property policy and procedures for processing checks, cash or credit cards

WORK TO BE PERFORMED

Perform guest accounting.

PERFORMANCE CRITERIA

Guest charges are posted to the guest's account. Guest charges are transferred between accounts. Currency, checks, and other forms of payments/transactions are placed in the cash drawer according to property policy and procedures. The closing bank is tallied and balanced.

Transactions are performed without error.

Standard transactions take approximately 2 minutes; however, various transactions may require more time.

PERFORMANCE ELEMENTS

1. Obtain starting cash drawer.
2. Verify cash balance.
3. Notify manager of discrepancies in starting cash drawer.
4. Maintain and secure cash drawer during operations.
5. Verify person requesting transaction is guest of the property.
6. Verify identity using valid driver's license.
7. Perform cash/check transactions.
   a. Inform guest of maximum check cashing policy.
   b. Authorize checks using phone system (e.g., especially those over a specified amount).
   c. Observe guest countersigning traveler's checks.
   d. Verify check is made out properly.
   e. Write driver's license number on check.
   f. Ensure check is endorsed.
   g. Exchange cash for check.
   h. Count out cash for guest.

8. Perform credit transactions.
   a. Process guest credit card using credit card authorization system.
   b. Record authorization number.
   c. Inform guest discreetly if credit card is declined.
9. Post all guest charges (e.g., laundry, restaurant, gift shop, etc.).
10. Transfer charges between accounts.
11. Process payments.
12. Balance and tally bank at end-of-shift.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Guest accounting functions are processed, including traveler's checks, personal checks, credit cards, prepaid room vouchers, gift certificates and cash. Charges are transferred between accounts. The bank remains accurate throughout the shift and balances at the end of the shift.

PROCESS

Performance elements 1-5 must be performed prior to any guest accounting transaction. Performance elements 7a - 7f must be performed prior to accepting a check. Performance elements 8a - 8c must be performed prior to accepting a credit card.

SERVE AS A GUEST LIAISON.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

- Maps of property and community (paper and/or electronic)
- Directions to local points of interest (paper and/or electronic)
- Brochures and literature of events and local and nearby points of interest
- Transportation schedules (public and/or private)
- List of medical contacts
- Phone messaging system
- Phone wake-up call system
- Facsimile machine
- Copy machine
- Policy for processing of
  - guest/group mail
  - deliveries
  - laundry service requests
  - guest complaints
  - valet service requests
  - lost and found articles
  - maintenance requests
- Property guidelines for guest safety and security
- Local information file

WORK TO BE PERFORMED

Serve as a guest liaison.

PERFORMANCE CRITERIA

Special needs requests of guest are accommodated during his/her stay. Property and local information, services, directions and maps are provided to guest.

Guest requests are met and services are provided without error.

The time required to complete the skill varies depending on the service or request of the guest, but a request should be handled as promptly as possible.

PERFORMANCE ELEMENTS

1. Inform guest of property services.
2. Provide directions, maps, and information as appropriate.
3. Provide transportation information and services as requested.
4. Run errands for guest.
5. Assist guest with choices of local and community services, facilities and recreation.
6. Answer and transfer phone calls using appropriate phone etiquette.
7. Process messages for current guest and future guests using message waiting system.

8. Process wake-up call requests using phone system.
9. Send and receive facsimile transmissions for guest and groups.
10. Process deliveries for current guest and future guests and groups.
11. Process and deliver mail.
12. Process laundry and valet pick-up/delivery.
13. Arrange special services (e.g., medical, dental, etc.).
14. Process articles in lost and found.
15. Process maintenance requests.
16. Process guest charges (e.g., fax, laundry, etc.).
17. Post guest charges.
18. Resolve guest problems and complaints.
19. Follow-up on requests and complaints.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Guest requests for information and services are fulfilled. Problems and complaints are resolved and follow-up contact is made to determine the level of guest satisfaction. Guest requests and complaints are logged as required.

PROCESS

All performance elements are critical for serving as a guest liaison.

PROCESS GUEST CHECKOUT.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Guest checkout policy and procedures
Guest checkout materials
Electronic credit card processing equipment
Computer and/or manual checkout system

WORK TO BE PERFORMED

Process guest checkout.

PERFORMANCE CRITERIA

The guest is presented with his/her folio and asked to verify charges. Payment is processed and guest satisfaction with the stay is ascertained. Appropriate staff is informed of vacated room.

Guest checkout is processed without error.

Guest checkout process is completed in 2 minutes or less.

PERFORMANCE ELEMENTS

1. Determine level of guest satisfaction.
2. Collect key(s).
3. Verify accuracy of charges.
4. Transfer charges between accounts.
5. Post recent charges (e.g., fax, restaurant, laundry, etc.)
6. Post and credit ledger accounts.
7. Complete guest checkout at desk.
8. Confirm future room reservations for guest when appropriate.
9. Issue receipt.
10. Inform housekeeping of vacated rooms.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Customer satisfaction is measured by verbal response and/or through completion of a guest satisfaction survey. Guest checkout is completed and the appropriate staff is notified. All information is transferred to the ledger accounts.

PROCESS

Performance elements 3, 4 and 5 must be performed prior to element 10 when processing a guest checkout.

PERFORM SPECIAL GUEST SERVICES.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Americans with Disabilities Act (ADA) reference materials
ADA amenities
V.I.P. amenities
Room checklist for V.I.P. turndown service
Guest reservation equipment and materials
Travel reservation equipment and materials
Property and community information and materials
Transportation information
Secretarial and office service providers
Guidelines for organizing special functions (e.g., display of food and beverages, etc.)
Food and beverage policy and procedures
Inventory lists for concierge floor food and beverages

WORK TO BE PERFORMED

Perform special guest services.

PERFORMANCE CRITERIA

A V.I.P. room is inspected according to the checklist and required modifications completed. ADA amenities requested by the guest are met. Turndown service is performed with housekeeping staff to assure amenities package is appropriately placed in the guestroom. The guest receives property and community services as requested and is contacted periodically to ascertain any special needs.

Special services are performed per guest requests.

A V.I.P. room inspection is completed within 5 minutes. The time needed for special guest requests not specified on the checklist varies depending on the request.

PERFORMANCE ELEMENTS

1. Provide V.I.P. services.
   a. Block V.I.P. rooms.
   b. Check V.I.P. guest rooms to ensure amenities are placed appropriately.
   c. Escort each V.I.P. to room.
   d. Send each V.I.P. handwritten note of welcome from concierge department.

2. Provide special guest services.
   a. Complete turndown service in conjunction with housekeeping staff.
   b. Contact room guest periodically to ascertain special needs.
   c. Make guest reservations for travel, entertainment, theater, restaurant, etc.
   d. Obtain tickets for guest entertainment.
   e. Prepare guest travel itinerary (air, car rental, etc.).
   f. Arrange secretarial and office services for guest.
   g. Organize special property functions and special guest requests (e.g., wheelchair, lighted door knocker, shower seat, closed-captioned television, etc.).
   h. Comply with ADA and other special guest requests.
3. Provide concierge floor service.
   a. Maintain cleanliness of concierge floor.
   b. Set up and tear down concierge floor.
   c. Maintain food, beverage, linen and china inventory.
4. Handle guest complaints and solve problems.

PERFORMANCE ASSESSMENT CRITERIA

All appropriate personnel have been trained on ADA requirements and reference materials are accessible.

PRODUCT

A V.I.P. room is inspected according to the checklist. Required modifications are completed. Turndown service is provided and all amenities are in place. Special guest requests are completed according to property policy and procedures.

PROCESS

All performance elements are critical for performing special guest services.

PERFORM FRONT OFFICE CASHIER DUTIES.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Cashier policy and procedures
Guest charge and voucher policy and procedures
Starting bank
Domestic and foreign currency
Current currency exchange rates
Computer property management system
Credit reporting system
Shift records forms
Petty cash forms policy and procedures
Transaction policy and procedures

WORK TO BE PERFORMED

Perform front office cashier duties.

PERFORMANCE CRITERIA

The cashier bank is balanced. Currency, checks and credit card slips are processed and filed according to transaction policy and procedures. Property cashier forms are completed.

The cashier bank, property records and guest accounts are maintained without error.

The cashier bank is balanced within 15 minutes. Customer transactions are completed within 3 minutes.

PERFORMANCE ELEMENTS

1. Verify bank at beginning and end of shift.
2. Exchange funds and currency.
3. Cash checks for guest.
4. Post room charges and taxes.
5. Complete credit limit reports.
6. Process guest charge and credit card vouchers.
7. Transfer guest balances to other accounts as required (e.g., credit card, city ledger, etc.).
8. Make disbursements (e.g., cash, C.O.D., etc.).
9. Balance shift records (e.g., cash, petty cash, credit card, city ledger, etc.).
10. Settle guest account at checkout.
11. Prepare daily bank deposit.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Front office financial records, transactions and deposits are completed, processed and posted. The cashier bank is balanced at the beginning and end of each shift.

PROCESS

All performance elements are critical for performing front office cashier duties. Performance elements are numbered to show an appropriate sequence for completing the skill; however, a different sequence may be used.

CONDUCT IN-HOUSE AUDITS.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Audit policy and procedures
Accounting system
Current hotel room rates, coupon and discount program criteria
Front office accounting records
Front office operating statistics (e.g., reports for occupancy, room revenue, cash, etc.)
Credit card validation equipment
Calculator

WORK TO BE PERFORMED

Conduct in-house audits.

PERFORMANCE CRITERIA

Summaries of daily financial transactions are completed. Operating statistic reports are recorded.

All reports are completed without error.

The time required to complete in-house audit reports varies depending on the day's volume; however, each audit report is generally completed within 30 minutes.

PERFORMANCE ELEMENTS

1. Access guest account folio.
2. Post room charges and taxes to guest accounts not posted by front office.
3. Transfer charges and deposits to accounts (e.g., city ledger, guest room, credit card, etc.).
4. Verify all account postings and balances.
5. Detect posting errors.
6. Correct posting errors.
7. Complete credit transactions.
8. Prepare daily summary reports of cash, check, credit and charge activities.
9. Generate occupancy reports.
10. Generate daily revenue reports.
11. Prepare end-of-day credit card summaries, batches and balance transfers.
12. Prepare night audit reports.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Folio postings are updated as required. All audit reports, credit card summaries and charges to accounts are prepared and completed. Operating statistic reports are completed as requested.

PROCESS

All performance elements are critical for conducting in-house audits. Performance elements are numbered to show an appropriate sequence for completing the skill; however, a different sequence may be used.

MAINTAIN STAFFING REQUIREMENTS.

GUEST SERVICES MID-MANAGEMENT

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

- Job descriptions
- Property policy and procedures
- Employment application forms
- New hire packet (e.g., benefit forms, state and federal forms, etc.)
- Scheduling forms
- Training manual
- Local, state and federal regulations
- Current employee union contracts

WORK TO BE PERFORMED

Maintain staffing requirements of the property.

PERFORMANCE CRITERIA

Staffing requirements of the property are determined and filled to maximize guest satisfaction.

Policy and procedures for staffing the property are followed without error.

The time needed to maintain staffing requirements varies with each job classification and the recruitment and interview time required.

PERFORMANCE ELEMENTS

1. Identify staff vacancies.
2. Review and revise job descriptions.
3. Recruit prospective employees.
4. Review applications.
5. Interview prospective employees.
6. Hire new employees.
7. Provide orientation training.
8. Explain benefits to employees.
9. Complete paperwork for personnel files.
10. Communicate personnel policy and procedures.
11. Monitor compliance with state and federal hiring and workplace laws.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Property staffing requirements are identified. Individuals are recruited, interviewed and hired to meet property needs.

PROCESS

Performance elements 1-7 must be performed prior to elements 8-10 (which may be performed in any order) when maintaining staffing requirements.

INFORM AND MOTIVATE EMPLOYEES.

GUEST SERVICES MID-MANAGEMENT

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Property policy and procedures
Job descriptions
Training manual
Local, state and federal regulations
Current employee union contracts

WORK TO BE PERFORMED

Inform and motivate employees

PERFORMANCE CRITERIA

Positive motivation techniques are used to encourage employees to meet or exceed job performance expectations. Employees are informed of all changes at the property.

New or revised policy and procedures are communicated to the employees without error.

The time required to inform and motivate employees varies according to the activities being completed.

PERFORMANCE ELEMENTS

1. Conduct informational staff meetings.
2. Coach and support employees.
3. Communicate property policy and procedure changes.
4. Monitor compliance with federal and state hiring and workplace laws.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Each employee is informed of changes to property policy and procedures.
Each employee receives positive motivation to increase productivity.

PROCESS

All performance elements are critical for informing and motivating employees.

SUPERVISE EMPLOYEES.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Property policy and procedures
Scheduling forms
Salary schedules
Training manual
Local, state and federal regulations
Employee evaluation forms including
- current employee union contracts
- personnel action forms (e.g., change of status, benefit request, etc.)
- disciplinary forms

WORK TO BE PERFORMED

Supervise employees.

PERFORMANCE CRITERIA

All supervisory functions are completed.

Job performance expectations are communicated to employees. Employee evaluation forms are completed and discussed with each employee before filing.

Forms are completed without error.

The time required to complete supervisory functions varies with each job classification and employee.

PERFORMANCE ELEMENTS

1. Determine job performance expectations.
2. Communicate job performance expectations.
3. Communicate personnel policy and procedures.
4. Review/revise salary schedules.
5. Schedule employee work hours.
6. Settle conflicts among employees.
7. Complete employee evaluation forms.
8. Discuss evaluations with employees.
9. Enforce property policy and procedures.
10. Take disciplinary action.
11. Terminate employees when necessary.
12. Monitor compliance with state and federal hiring and workplace laws.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

All supervisory functions are completed. Job performance expectations are communicated to employees.

PROCESS

All performance elements are critical for supervising employees.

SUPERVISE FRONT OFFICE.

GUEST SERVICES MID-MANAGEMENT

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Cash control policy and procedures
Supplies, materials and procedures for training front office personnel
Master key control policy and procedures
Room key control policy and procedures
Computer system
Telephone system
Training manuals
Stock inventory forms
Directions for processing incoming and outgoing mail
Front office budget allocation
Current employee union contracts
Property policy and procedures

WORK TO BE PERFORMED

Supervise front office.

PERFORMANCE CRITERIA

Personnel supervision functions are completed for the front office. Master key, room key, computer, telephone, inventory control, cash, check and credit policy and procedures are handled according to property policy.

Property policy and procedures are followed and appropriate documentation is completed without error.

The time required to complete front office supervision duties varies depending on the function or procedure being performed.

PERFORMANCE ELEMENTS

1. Conduct regularly scheduled staff meetings.
2. Monitor computer and telephone systems.
3. Conduct cash drawer audits.
4. Maintain master key control.
5. Ensure room status reports are completed.
6. Enforce all cash, check and credit policies of property.
7. Conduct stock inventory.
8. Monitor stock rotation.
9. Monitor incoming and outgoing mail/message system.

10. Maintain expenditures within department budget allocation.
11. Provide shift information to incoming manager.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Front office staff supervision and management ensures quality Guest Services. The staff maintains front office assets, reports and equipment as outlined by property policy and procedures.

PROCESS

All performance elements are critical for supervising the front office.

MANAGE GUEST SERVICES SYSTEMS.

GUEST SERVICES MID-MANAGEMENT

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Transportation system (e.g., van, bus, limousine, etc.)
Security system (e.g., safety-deposit box, etc.)
Information system (e.g., event board, posters, etc.)
Guest record-keeping system (e.g., folio, special benefit data, etc.)
Property policy and procedures

WORK TO BE PERFORMED

Manage guest services systems.

PERFORMANCE CRITERIA

The property's guest services systems are maintained and updated to ensure the guest receives accurate information and timely service.

The time required to complete activities varies depending on the system being managed.

PERFORMANCE ELEMENTS

1. Ensure distribution of facts about property's transportation, security, guest record-keeping and guest information systems.
2. Monitor operation of property's security system.
3. Monitor operation of guest transportation system.
4. Monitor operation of guest record-keeping system.
5. Monitor operation of guest information system.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Guest services systems are maintained and updated to provide the guest with accurate information and timely services.

PROCESS

All performance elements are critical for managing guest services systems.

MANAGE SPECIAL GUEST SERVICES PROGRAMS.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

- Concierge services
- Bellstand staff
- Frequent guest program benefits (e.g., free-night stay, room upgrade, frequent-flyer miles, etc.)
- Guest amenity program benefits (e.g., shampoo, newspaper, coffee, etc.)
- Special event benefits (e.g., complimentary room/food, etc.)
- Guest record-keeping system
- Property policy and procedures

WORK TO BE PERFORMED

Manage special guest services programs.

PERFORMANCE CRITERIA

The property's special guest services programs are updated and managed to ensure the guest receives amenities, information and other available special services during his/her stay.

The time required to manage special guest services programs varies depending on the service/information being provided.

PERFORMANCE ELEMENTS

1. Ensure special guest services programs are communicated to guest.
2. Manage guest amenity programs.
3. Manage frequent guest programs.
4. Manage special event benefits.
5. Confer with group/convention sales for group events and reservation status.
6. Ensure all guest charges are filed and recorded.
7. Resolve guest problems and complaints.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Special guest services programs are maintained and updated.

PROCESS

All performance elements are critical for managing special guest services programs.

COORDINATE SALES AND MARKETING STRATEGIES.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Marketing plan
Marketing budget
Advertising budget
Current lists of
- corporations
- media outlets
- associations
- tour operators

Promotional program materials and training manuals (e.g., coupons, packages, tours, etc.)
Marketing, Sales and Pace Reports

WORK TO BE PERFORMED

Coordinate sales and marketing strategies.

PERFORMANCE CRITERIA

Marketing and promotional activities/documents are developed for the property and presented to potential clients.

Documents and presentations are completed without error.

Sales and marketing documents are updated on an ongoing basis. Formal reviews are completed quarterly and annually.

PERFORMANCE ELEMENTS

1. Establish sales goals and budgets.
2. Prepare comprehensive planning documents for short- and long-term marketing situations.
3. Establish marketing programs.
4. Develop promotional materials.
   a. Develop information kit for property.
   b. Design direct mail campaigns.
   c. Develop special brochures for targeted markets (e.g., families, senior citizens, tour groups, etc.).

d. Prepare newsletters.
e. Develop advertising campaigns.
f. Place advertising in various media outlets.
g. Write and distribute news media releases.

5. Establish competitive analysis.
6. Analyze interests, habits and demands of diverse groups using property.
7. Identify existing potential recreation areas, facilities and services for each group.
8. Assess need for new and/or expanded recreation activities and property use opportunities.
9. Customize corporate programs to local market.
10. Supervise promotional programs (e.g., coupons, packages, tours, etc.).
11. Establish working relationships with event planners.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

All marketing materials and programs are developed and distributed to convention associations, corporations, event and social planners and other organizations.

Newsletters, media releases and holiday events are developed and used to reach targeted audiences.

PROCESS

All performance elements are critical for coordinating sales and marketing strategies. Performance elements are numbered to show an appropriate sequence for completing the skill; however, a different sequence may be used.

SOLICIT ROOM SALES.

CONFERENCE/CONVENTION SALES MID-MANAGEMENT

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Historical listing of all bookings for convention center and/or property
List of future events/bookings for convention center and/or property
List of corporations, associations, organizations, etc.
Telemarketing staff
Sales presentation materials
Sales goals
Sales booking/reporting forms
Annual sales budget
Phone, facsimile and copy machines and computer
Property capacity charts

WORK TO BE PERFORMED

Solicit room sales.

PERFORMANCE CRITERIA

Sales goals are achieved according to property plan. New business leads are developed from existing accounts. The annual sales budget is not exceeded.

Sales presentations are accurate; bookings are made without error.

The time required to complete a booking depends on the event, program details of the event, rooms, staff and property involved, length of stay and number of guests.

PERFORMANCE ELEMENTS

1. Determine space availability using capacity charts.
2. Prepare activity reports as required.
3. Record bookings daily.
4. Review historical list of bookings.
5. Contact existing customer base for new business.
6. Qualify new businesses and associations for possible sales.
7. Follow up new business leads from memberships, affiliations and colleagues.
8. Present property to clients and public.
9. Advertise property and services.
10. Coordinate with event planners and organizations.

11. Host property promotional events.
12. Schedule group site-inspection tours.
13. Supervise telemarketers and sales assistants.
14. Prepare and conduct sales presentations.
15. Prepare bid proposals.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Property information is presented to potential clients. Room sales goals are achieved.

PROCESS

All performance elements are critical for soliciting room sales.

DEVELOP CONVENTION SERVICES.

CONFERENCE/CONVENTION SALES MID-MANAGEMENT

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Event list including current and historical information on all bookings for convention center and/or property (e.g., activities, media, public relations)
List of convention primary staff contact person(s)
Annual budget for convention services department
Convention and Housing Bureau personnel
Transportation Information Services

WORK TO BE PERFORMED

Develop convention services.

PERFORMANCE CRITERIA

Convention services are developed according to client specifications. Convention services remain within the budget requirements of the property/client.

The time required to complete a convention booking depends on the following: the event; program details of the event; rooms, staff and property involved; length of stay; and number of guests.

PERFORMANCE ELEMENTS

1. Coordinate activities for convention events according to property standards.
2. Establish primary staff contact person to handle each client's conference or convention services.
3. Follow annual budget of convention services department.
4. Supervise convention services coordinator and housing bureau assistant.
5. Supervise volunteers and bonded registrars.
6. Contact group membership division personnel, group members, hotel personnel, meeting planners, exhibitors and convention attendees regarding upcoming event.
7. Plan group transportation routes, schedules and costs.
8. Supervise transporting of convention delegates.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Convention services are developed and tailored to meet the needs of the client and remain within the property/client's budget requirements.

PROCESS

All performance elements are critical for developing convention services.

COORDINATE CONFERENCE AND CONVENTION ACTIVITIES.

CONFERENCE/CONVENTION SALES MID-MANAGEMENT

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Event list including current and historical information on all bookings for convention center and/or property (e.g., activities, media, public relations)
List of specific conference or convention activities requested by client
Activities and advertising budget for convention or conference
Department managers

WORK TO BE PERFORMED

Coordinate conference and convention activities

PERFORMANCE CRITERIA

Conference and convention activities are delivered according to activity listing. Staff management is contacted to ensure activities are provided.

The conference or convention plan is followed without error.

The coordination time required to complete this skill varies according to the size and duration of the conference or convention and the requirements of the client.

PERFORMANCE ELEMENTS

1. Establish a primary staff contact person to handle client conference or convention activities.
2. Ensure staff is available to assist client.
3. Assist with activity and advertising budgets.
4. Monitor department expenditures.
5. Maintain quality review programs during all conferences and conventions.
6. Conduct quality review for all conference and convention units following each event.
7. Meet regularly with sales and hospitality managers from each operation unit, individually and as a team, to coordinate conference or convention activities.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Conference or convention activities are delivered to the client according to the activity listing. Appropriate staff is available to assist the client as required. A quality review process is completed at the end of the conference.

PROCESS

All performance elements are critical for coordinating conference and convention activities.

MANAGE FINANCIAL RESOURCES.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Performance data (e.g., hospitality industry, local competition, etc.)
Trend data (e.g., general hospitality, labor market, property historic, etc.)
Profit and loss statement
Economic development statistics
Annual evaluation of property potential
Market surveys
Advertising budget
Annual budgets by department
Capitol plan
Annual sales projections
Current employee union contracts
Government regulations

WORK TO BE PERFORMED

Manage financial resources.

PERFORMANCE CRITERIA

The financial performance of the property meets or exceeds the goals of the owner(s), corporation and/or board of directors.

The financial statement is updated without error. The property is repositioned in the market as a result of the annual evaluation of potential.

The financial statement is managed daily within 2-3 hours. The property evaluation is completed annually.

PERFORMANCE ELEMENTS

1. Execute sales promotion plan.
2. Develop accurate and appropriate short- and long-range financial objectives.
3. Present property financial plan to management team, company and/or board of directors.
4. Support financial objectives of company ownership/group.
5. Manage financial statement daily.
6. Ensure cash and asset controls are in place throughout property.
7. Monitor projected sales and budget levels.
8. Identify target market for business development.

9. Evaluate property potential.
   a. Research general industry trends and changes.
   b. Monitor local competition and economy.
   c. Review government changes affecting the hospitality industry.
   d. Create new programs based on market conditions and revenue opportunities.
   e. Evaluate strengths and weaknesses of property.
10. Provide input for promotional campaign.
11. Provide input for contract negotiations with employee unions.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Financial resources are managed as outlined by the management team, company and/or the board of directors. Financial reports are completed and presented to the management team, company and/or board of directors.

PROCESS

All performance elements are critical for managing financial resources.

MANAGE HUMAN RESOURCES.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Training program schedule (internal and external)
Job performance standards for each job title
Job performance evaluation forms
Employee personnel records
Human resource policy and procedures of corporation and/or board of directors
Training materials and resources
Applicable property or property policy and procedures
Current employee union contracts
Local, state and federal regulations

WORK TO BE PERFORMED

Manage human resources.

PERFORMANCE CRITERIA

Employee training and incentive programs are implemented according to property policy and procedures.

All personnel documents are maintained without error.

PERFORMANCE ELEMENTS

1. Coordinate internal and external training programs.
2. Monitor all training programs.
3. Maintain employee personnel records.
4. Direct supervision of all property personnel.
5. Implement and manage human resource policy and procedures.
6. Implement and manage employee incentive programs (e.g., employee of the month, etc.).
7. Administer benefit programs (e.g., health, dental, etc.).
8. Manage employee orientation performance management programs.
9. Serve as hotel liaison with employee unions.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Personnel records are updated, indicating the training program is completed. Performance reviews are completed for all staff. Employee incentive and benefit programs are implemented. Human resource policy and procedures and employee orientation programs are implemented.

PROCESS

All performance elements are critical for managing human resources.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Major equipment and property components purchase records, guarantees, warranties and/or service contracts
Operating and maintenance instructions for equipment
Operating and maintenance logs
Corporate/franchise evaluation standards manual
Local, state and federal regulations and inspections standards
Americans with Disabilities Act (ADA) manuals and materials
Occupational Safety and Health Act (OSHA) manuals and materials
Guest feedback data
Certificates of inspection, insurance, compliance, etc.
Utility management plan
Capitol improvement plan
Safety and emergency plans

WORK TO BE PERFORMED

Manage physical resources.

PERFORMANCE CRITERIA

Routine inspections and maintenance are scheduled for the property and equipment, in accordance with manufacturers' guidelines and government regulations. Inspection checklists are maintained according to standards established by corporate/franchise and governmental authorities.

The skill is performed according to established schedules.

PERFORMANCE ELEMENTS

1. Determine requirements for inspection and maintenance of property, equipment, furnishings and fixtures.
2. Implement training program for proper service and repair of equipment and property components.
3. Create schedules for inspection and maintenance.
4. Monitor and document maintenance performed.
   a. Schedule repair services as determined by inspection.
   b. Coordinate procedure for replacement of equipment and/or property components.
5. Evaluate results and determine future action.
6. Monitor utility management plan.

7. Provide input into capitol improvement plan.
8. Ensure safety and emergency plans are in place.
9. Review and implement governmental changes affecting hospitality industry.

PERFORMANCE ASSESSMENT CRITERIA

All ADA and OSHA requirements are met.

PRODUCT

Inspection and maintenance are completed according to the property schedule. Goals of the utilities management plan are achieved. Results are evaluated and incorporated into the capitol improvement plan and presented to the corporate office or board of directors.

PROCESS

Performance elements 2, 3 and 4 are critical for managing the physical resources of the property. All inspections and maintenance functions are completed according to government and property requirements. Performance elements are numbered to show an appropriate sequence for completing the skill; however, a different sequence may be used.

DEVELOP PROPERTY POLICY AND PROCEDURES.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Property policy and procedures
Employee handbook
Communication medium (e.g., bulletin board, e-mail, departmental meetings, etc.)
Federal, state and local regulations

WORK TO BE PERFORMED

Develop property policy and procedures.

PERFORMANCE CRITERIA

Policy and procedures are developed and updated according to current trends and property needs.

The time required to complete this skill depends on the type of policy and procedures developed and/or modified.

PERFORMANCE ELEMENTS

1. Identify need to modify or clarify existing policy and/or procedures.
2. Identify need to create a new policy and/or procedures.
3. Modify existing policy and procedures.
4. Create new policy and/or procedures.
5. Ensure new/modified policy and/or procedures comply with federal, state and local regulations.
6. Present suggested policy and/or procedural changes to appropriate department for approval.
7. Post new and modified policy and procedures.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Policy and procedures are developed or modified to meet the identified needs of the property.

PROCESS

All performance elements are critical for developing property policy and procedures. Performance elements are numbered to show an appropriate sequence for completing the skill; however, a different sequence may be used.

PROMOTE PUBLIC RELATIONS ACTIVITIES.

SKILL STANDARD

CONDITIONS OF PERFORMANCE

Given the following:

Client information
Business development goals
Local and regional public relations campaigns and services
Public relations budget
List of news media outlets
Property promotional programs, materials and presentation packages
Professional and community organizations' membership lists

WORK TO BE PERFORMED

Promote public relations activities.

PERFORMANCE CRITERIA

Public relations activities are promoted through oral and written presentations to property ownership, clients and prospects.

Business development goals are met or exceeded.

Public relations activities are managed within 1-2 hours weekly.

PERFORMANCE ELEMENTS

1. Maintain client resource file and materials.
2. Establish news media release process.
3. Coordinate property activities with corporate and community public relations campaigns and services.
4. Identify need to modify or clarify existing public relations activities.
5. Implement public relations program for property.
   a. Analyze and evaluate potential client interests, habits, and demands.
   b. Review results of potential client analysis and evaluation.
   c. Create special promotions.
   d. Create marketing concepts.
   e. Review written promotional materials, editorials and news releases.
   f. Review written and oral promotional presentation materials.
   g. Authorize brochures, newsletters, news releases, presentations and other promotional materials.

6. Conduct oral and written presentations to owner(s), clients, and/or prospects.
7. Act as liaison between property and ownership.
8. Participate in professional, community, and charitable organizations (e.g., Meeting and Convention Managers Association, Illinois Hotel-Motel Association, Chamber of Commerce, Economic Development Council, Shelter, Inc., American Cancer Society, etc.).
9. Ensure high visibility of promotional materials.

PERFORMANCE ASSESSMENT CRITERIA

PRODUCT

Public relations activities are managed as outlined by the management team, company and/or the board of directors. Public relations campaigns and materials are coordinated with corporate and community efforts. The public relations budget is not exceeded and new business development activities meet or exceed the goals of the owner(s).

PROCESS

All performance elements are critical for promoting public relations activities.

APPENDIX A — GLOSSARY OF TERMS

Academic Skills	Skills (and related knowledge) contained in the subject areas and disciplines addressed in most national and state educational standards, including English, mathematics, science, etc.
Assessment	A process of measuring performance against a set of standards through examinations, practical tests, performance observations and/or the completion of work portfolios.
Content Standard	A specification of what someone should know or be able to do to successfully perform a work activity or demonstrate a skill.
Critical Work Functions	Distinct and economically meaningful sets of work activities critical to a work process or business unit which are performed to achieve a given work objective with work outputs that have definable performance criteria. A critical work function has three major components: • **Conditions of Performance:** The information, tools, equipment and other resources provided to a person for a work performance. • **Work to Be Performed:** A description of the work to be performed. • **Performance Criteria:** The criteria used to determine the required level of performance. These criteria could include product characteristics (e.g., accuracy levels, appearance), process or procedure requirements (e.g., safety, standard professional procedures) and time and resource requirements. The IOSSCC requires that these performance criteria be further specified by more detailed individual performance elements and assessment criteria.
Credentialing	The provision of a certificate or award to an individual indicating the attainment of a designated set of knowledge and skills and/or the demonstration of a set of critical work functions for an industry/occupational area.
Illinois Occupational Skill Standards and Credentialing Council (IOSSCC)	Legislated body representing business and industry which establishes skill standards criteria, endorses final products approved by the industry subcouncil and standards development committee and assists in marketing and dissemination of occupational skill standards.
Industry	Type of economic activity, or product or service produced or provided in a physical location (employer establishment). They are usually defined in terms of the Standard Industrial Classification (SIC) system.

Industry Subcouncil	Representatives from business/industry and education responsible for identifying and prioritizing occupations for which occupational performance skill standards are adapted, adopted or developed. They establish standards development committees and submit developed skill standards to the IOSSCC for endorsement. They design marketing plans and promote endorsed skill standards across the industry.
Knowledge	Understanding the facts, principles, processes, methods and techniques related to a particular subject area, occupation or industry.
Occupation	A group or cluster of jobs, sharing a common set of work functions and tasks, work products/services and/or worker characteristics. Occupations are generally defined in terms of a national classification system including the Standard Occupational Classification (SOC), Occupational Employment Statistics (OES) and the Dictionary of Occupational Titles (DOT).
Occupational Cluster	Grouping of occupations from one or more industries that share common skill requirements.
Occupational Skill Standards	Specifications of content and performance standards for critical work functions or activities and the underlying academic, workplace and occupational knowledge and skills needed for an occupation or an industry/occupational area.
Occupational Skills	Technical skills (and related knowledge) required to perform the work functions and activities within an occupation.
Performance Standard	A specification of the criteria used to judge the successful performance of a work activity or the demonstration of a skill.
Product Developer	Individual contracted to work with the standard development committee, state liaison, industry subcouncil and IOSSCC for the adaptation, adoption or development of skill standards content.
Reliability	The degree of precision or error in an assessment system so repeated measurements yield consistent results.
Skill	A combination of perceptual, motor, manual, intellectual and social abilities used to perform a work activity.
Skill Standard	Statement that specifies the knowledge and competencies required to perform successfully in the workplace.

Standards Development Committee	Incumbent workers, supervisors and human resource persons within the industry who perform the skills for which standards are being developed. Secondary and postsecondary educators are also represented on the committee. They identify and verify occupational skill standards and assessment mechanisms and recommend products to the industry subcouncil for approval.
State Liaison	Individual responsible for communicating information among all parties (e.g., IOSSCC, subcouncil, standard development committee, product developer, project director, etc.) in skill standard development.
Third-Party Assessment	An assessment system in which an industry-designated organization (other than the training provider) administers and controls the assessment process to ensure objectivity and consistency. The training provider could be directly involved in the assessment process under the direction and control of a third-party organization.
Validity	The degree of correspondence between performance in the assessment system and job performance.
Workplace Skills	The generic skills essential to seeking, obtaining, keeping and advancing in any job. These skills are related to the performance of critical work functions across a wide variety of industries and occupations including problem solving, leadership, teamwork, etc.

Margaret Blackshere	AFL-CIO
Judith Hale	Hale Associates
Michael O'Neill	Chicago Building Trades Council
Janet Payne	United Samaritans Medical Center
Gene Rupnik	Hospitality Industry
Jim Schultz	Illinois Retail Merchants Association Walgreen Company
Larry Vaughn	Illinois Chamber of Commerce

Dennis Albanese	Albanese Development Company
Linda Bacin	Vice President The Bacin Group
Robert Bleavins	President RBHotelier
John Draz	Chef - Instructor The Culinary School of Kendall College
Marie French	Committee Co-Chair President, Wayne Griffin Travel and Cruises
Mark Kaufman	Senior Manager of Community Employment & Training Marriott International
Nancy Kroll	Instructor St. Charles High School
George Macht	Associate Professor, Foodservice Administration College of DuPage
Ivan Matsunaga	Committee Co-Chair Vice President of Operations, Connie's Pizza
Joe Perrino	Owner, Home Run Inn, Inc.
Larry Posen	Dining Services Director Roosevelt University
Tom Rivera	President, Greater Woodfield Convention and Visitor's Bureau
Charlie Robinson	Owner, Robinson's Ribs
Rick Roman	Owner, The Signature Room at the 95th
Sandra Timmerman	President Illinois Bed and Breakfast
Ruth Hicks	State Liaison Illinois State Board of Education
Debra Larson	State Liaison Illinois State Board of Education

APPENDIX D

LODGING CLUSTER STANDARDS DEVELOPMENT COMMITTEE

Kevin Brown	Meetings Manager Regal Knickerbocker
Cheryl Carr	Catering Manager Holiday Inn Select
Brian Coughlin	Front Desk Manager The Union League Club of Chicago
Mark Diaz	Front Office Manager Regal Knickerbocker
Linda Flynn	General Manager Days Inn
Patty Greene	Director of Sales Keller Ramada Convention Center
Matt Groppi	Consultant Choice International
Dan Hance	General Manager Radisson Hotel
Michael Hays	Hospitality/Foodservice Manager Southwestern Illinois College
Pamela Henne	General Manager Marion Hotel and Conference Center
Chris Hulting	Rooms Executive The Hyatt Lodge
Elliott Jones	Front Office Manager Wyndham Hotel
Juliann Keller	Assistant General Manager Crown Plaza
Jay Kitterman	Director of Hospitality Programs Lincoln Land Community College
LaVonne Klein	Director of Sales and Marketing Hotel Pere Marquette

APPENDIX D *(Continued)*

Nancy Kroll	Educator St. Charles High School
Jenise Liable	Assistant General Manager Ramada Inn South Plaza
Bill Legett	Hampton Inn
Christine Miller	Vice President, Human Resources Hostmark Management Group
Mike Mueller	Director of Meetings & Conventions Palmer House Hilton
Rick O'Neil	General Manager Holiday Inn
Connie Roccia	Front Office Manager Jumer's Chateau
Rolfe Sick	Hotel Instructor College of DuPage
Phillip Smith	General Manager Eastland Suites Lodge & Conference Center
Diana Stookey	Sales and Marketing Manager Peoria Area Convention & Visitors Bureau
Darin Trainor	Assistant General Manager Jumer's Bettendorf
Cathy Willenborg	General Manager Ramada Inn South
Jim Wreath	Front Desk Best Western Gardens
Mary Waters	Product Developer
Ruth Hicks	State Liaison Illinois State Board of Education
Debra Larson	State Liaison Illinois State Board of Education

I. Occupational Definition and Justification

A. Occupational Definition

Lodging is the second largest segment of the hospitality industry. Due to the unique relationship of occupations within this segment of the industry, the lodging skill standards represent a cluster of occupations. The cluster reflects occupations in four lodging components: Guest Service, Guest Service Mid-Management, Conference/Convention Sales Mid-Management and Lodging Management. Definitions of the four components of the lodging skill standards cluster are provided below.

1. **Guest Services**
   Guest Services is a category of occupations which includes Bellperson, Guest Services Representative, Reservationist and Concierge. These occupations are critical to the success of the lodging operation because of the direct guest contact. Job responsibilities include handling reservations, payments, folios, messages, transportation, amenities and special requests.

2. **Guest Services Mid-Management**
   Guest Services Mid-Management is a category of occupations which includes Guest Services Manager, Front Office Manager and Manager on Duty. Job responsibilities include completing and/or supervising reservations, payments, folios, messages, transportation, amenities and special requests.

3. **Conference/Convention Sales Mid-Management**
   Conference/Convention Sales Mid-Management is a category of occupations which includes Convention and Conference Manager, Director of Sales and Marketing/Sales Manager. Job responsibilities include determining and fulfilling function needs, executing contracts, coordinating with other departments and supervising functions for the property.

4. **Lodging Management**
   Lodging Management is a category of occupations which includes Lodging Assistant Manager and Lodging General Manager. People in these occupations are responsible for all facets of the lodging operation. Job responsibilities include selection and training of personnel, supervision of staff, site inspection, implementation of company policy and procedures, and assuming final authority for decisions concerning everything about the facility.

B. Employment and Earnings Opportunities

A strong career path exists between entry-level lodging positions and the top-level managers. More than half of management and corporate-level employees in the industry today started out in entry-level positions (*Washington Post*, February 22, 1998). While not all occupations included in the lodging standards cluster meet the earnings criteria established by the Illinois Occupational Skill Standards and Credentialing Council (IOSSCC) for endorsement, they do contain the necessary skills and foundations

that an individual needs to move to the higher wage earning positions. The internal movement of personnel from moderate to higher wage occupations is currently supported by strong industry-based training opportunities that are most often provided through internships or apprenticeships.

1. **Employment Potential**

   Employment projections for Illinois indicate that occupations in all four components of the lodging standards cluster are significant and growing at or above the statewide average rate (*Occupational Projections 2006, IDES*). Occupancy rates and property expansion will continue to rise over the next 15 years (*Washington Post*, February 22, 1998/*Lodging*, July, 1995). The career track is vertical and horizontal. By virtue of training and experience, employees are able to assume more complex and responsible positions. Employees also have the opportunity to move geographically and to work in different types of properties.

2. **Earnings Potential**

   Guest Services occupations (Bellperson, Guest Services Representative, Reservationist and Concierge) receive median earnings, but do not quite meet the wage criteria set by the IOSSCC for endorsement. Middle range annual earnings are between $12,710-$23,215. The occupations do meet the criteria for recognition.

   Guest Services Mid-Management occupations (Guest Services Manager, Front Office Manager and Manager on Duty) receive a middle range of earnings that meet or exceed the IOSSCC's wage criteria. Middle range annual earnings are between $27,000-$65,000. The occupations meet the criteria for endorsement.

   Conference/Convention Sales Mid-Management occupations (Convention and Conference Manager, Director of Sales and Marketing/Sales Manager) receive a middle range of earnings that meet or exceed the IOSSCC's wage criteria. Middle range annual earnings are between $27,000-$65,000. The occupations meet the criteria for endorsement.

   Lodging Management occupations (Lodging Assistant Manager and Lodging General Manager) exceed the IOSSCC's wage criteria. Middle range annual earnings are between $29,515-$83,800. The occupations meet the criteria for endorsement.

   In addition to salary or hourly wages, some lodging employees receive compensation such as tips, bonuses, free meals and/or uniforms. Additional employee benefits may include free or greatly reduced room rates for personal stays.

C. **Career Opportunities and Education and Training Requirements**

Lodging encompasses hotels, motels, bed and breakfasts, resorts, extended-stay hotels and time-shares. Travel is a growing economic component both nationally and internationally. The occupations associated with the lodging skill standards cluster require technical, workplace and related academic skills. The relationship of academic skills and Illinois Occupational Skill Standards will be identified using the Illinois Learning Standards.

II. Occupational Standards and Credentials

A. Occupational Standards

Occupations in the lodging skill standards cluster are divided into four components: Guest Services, Guest Services Mid-Management, Conference/Convention Sales Mid-Management and Lodging Management. Information from the national lodging standards project, which addresses the Guest Services occupations, is included in the Illinois Occupational Skill Standards. Illinois Occupational Skill Standards are also aligned with the American Hotel and Motel Association's secondary curriculum for lodging management. Future standards revisions or development will be conducted in cooperation with the Hospitality Business Alliance—a national partnership formed to create nationally-recognized secondary courses and mentored work-site experiences.

B. Assessment and Credentialing System

A number of existing industry credentials are compatible with the Illinois Occupational Skill Standards. As a core, achievement of the Illinois Occupational Skill Standards is preparation for those credentials that require years of experience, professional involvement, and/or further course work in addition to the demonstrated achievement of the standards. Such advanced credentials are available through the American Hotel and Motel Association.

III. Industry Support and Commitment

A. Industry Commitment for Development and Updating

1. The development of skill standards for the lodging cluster is the direct result of efforts by the Hospitality Subcouncil and the Standards Development Committee. Members of the Hospitality Subcouncil and Standards Development Committee are listed in Appendices C and D.

2. In developing the products, the steps completed were
   a. Identification and prioritization of developmental categories.
   b. Review of resources.
   c. Development of draft performance standards.
   d. Convocation of Standards Development Committee of incumbent workers.
   e. Review, validation and approval of skill standards by the Standards Development Committee.
   f. Review and approval of standards by the Hospitality Subcouncil.
   g. Acceptance of recognition proposal by the IOSSCC.

3. The Hospitality Subcouncil supports a regular review and revision process to ensure that standards reflect the rapidly changing industry.

B. Industry Commitment for Marketing

The Hospitality Subcouncil is committed to marketing and obtaining support and endorsement from the leading industry associations impacted by the skill standards.

Hospitality Subcouncil members will coordinate efforts to provide awareness of the skill standards and obtain full industry commitment to this effort. In addition, the Hospitality Subcouncil will assist in developing a full industry marketing plan.

The Hospitality Subcouncil encourages the availability of skill standards to the public, including learners, parents, workers, educators at all levels, employers and industry personnel.

A. Developing an Employment Plan	1.	Match interests to employment area.
	2.	Match aptitudes to employment area.
	3.	Identify short-term work goals.
	4.	Match attitudes to job area.
	5.	Match personality type to job area.
	6.	Match physical capabilities to job area.
	7.	Identify career information from counseling sources.
	8.	Demonstrate a drug-free status.
B. Seeking and Applying for Employment Opportunities	1.	Locate employment opportunities.
	2.	Identify job requirements.
	3.	Locate resources for finding employment.
	4.	Prepare a resume.
	5.	Prepare for job interview.
	6.	Identify conditions for employment.
	7.	Evaluate job opportunities.
	8.	Identify steps in applying for a job.
	9.	Write job application letter.
	10.	Write interview follow-up letter.
	11.	Complete job application form.
	12.	Identify attire for job interview.
C. Accepting Employment	1.	Apply for social security number.
	2.	Complete state and federal tax forms.
	3.	Accept or reject employment offer.
	4.	Complete employee's Withholding Allowance Certificate Form W-4.
D. Communicating on the Job	1.	Communicate orally with others.
	2.	Use telephone etiquette.
	3.	Interpret the use of body language.
	4.	Prepare written communication.
	5.	Follow written directions.
	6.	Ask questions about tasks.
E. Interpreting the Economics of Work	1.	Identify the role of business in the economic system.
	2.	Describe responsibilities of employee.
	3.	Describe responsibilities of employer or management.
	4.	Investigate opportunities and options for business ownership.
	5.	Assess entrepreneurship skills.
F. Maintaining Professionalism	1.	Participate in employment orientation.
	2.	Assess business image, products and/or services.
	3.	Identify positive behavior.
	4.	Identify company dress and appearance standards.
	5.	Participate in meetings in a positive and constructive manner.
	6.	Identify work-related terminology.
	7.	Identify how to treat people with respect.

G. Adapting to and Coping with Change	1.	Identify elements of job transition.
	2.	Formulate a transition plan.
	3.	Identify implementation procedures for a transition plan.
	4.	Evaluate the transition plan.
	5.	Exhibit ability to handle stress.
	6.	Recognize need to change or quit a job.
	7.	Write a letter of resignation.
H. Solving Problems and Critical Thinking	1.	Identify the problem.
	2.	Clarify purposes and goals.
	3.	Identify solutions to a problem and their impact.
	4.	Employ reasoning skills.
	5.	Evaluate options.
	6.	Set priorities.
	7.	Select and implement a solution to a problem.
	8.	Evaluate results of implemented option.
	9.	Organize workloads.
	10.	Assess employer and employee responsibility in solving a problem.
I. Maintaining a Safe and Healthy Work Environment	1.	Identify safety and health rules/procedures.
	2.	Demonstrate the knowledge of equipment in the workplace.
	3.	Identify conservation and environmental practices and policies.
	4.	Act during emergencies.
	5.	Maintain work area.
	6.	Identify hazardous substances in the workplace.
J. Demonstrating Work Ethics and Behavior	1.	Identify established rules, regulations and policies.
	2.	Practice cost effectiveness.
	3.	Practice time management.
	4.	Assume responsibility for decisions and actions.
	5.	Exhibit pride.
	6.	Display initiative.
	7.	Display assertiveness.
	8.	Demonstrate a willingness to learn.
	9.	Identify the value of maintaining regular attendance.
	10.	Apply ethical reasoning.
K. Demonstrating Technological Literacy	1.	Demonstrate basic keyboarding skills.
	2.	Demonstrate basic knowledge of computing.
	3.	Recognize impact of technological changes on tasks and people.
L. Maintaining Interpersonal Relationships	1.	Value individual diversity.
	2.	Respond to praise or criticism.
	3.	Provide constructive praise or criticism.
	4.	Channel and control emotional reactions.
	5.	Resolve conflicts.
	6.	Display a positive attitude.
	7.	Identify and react to sexual intimidation/harassment.
M. Demonstrating Teamwork	1.	Identify style of leadership used in teamwork.
	2.	Match team member skills and group activity.
	3.	Work with team members.
	4.	Complete a team task.
	5.	Evaluate outcomes.

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